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INTRODUCTION

A generation has passed since the Office of Communications was established. Its continuing outstanding performance in getting the message through, and the skill and dedication of its people have earned it the reputation as the best communications service in the world. OC people are proud of this reputation and mean to keep it, and in large measure they have, notwithstanding buffeting from the storm of adverse publicity in the media and political undercurrents [   ] But a sense of unease exists, in the field as well as Washington, on the future of the Office. This feeling has been exhibited in numerous ways, and the perception of it has led the Office to a healthy self-examination over the past several years.

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The reorganization study is but one of several studies during the past year which have looked at the Office's strengths and weaknesses. The nature of the Reorganization Task Force's job is to focus on areas needing improvement, so this report may seem tiresomely critical. This is unfortunate but unavoidable, because the Office continues to have many strengths.

Our overseas network is and has been our bread and butter, and it includes the bulk of our finest assets: our people. Their broad skills, their sense of responsibility and dedication, and their pride in their work didn't happen by accident. Our recruiting standards, training, professionalism and traditional concern for supporting our people have all contributed. The close support of the Areas and the identification of the operators with their Area Headquarters are important factors. In short, the organization and support of our overseas network are the mainstay of the Office.

For the first half of our generation, the overseas network was all there was, and it was primarily CW, radioteletype and torn tape. As our second generation begins, our role has undergone a dizzying change. Beginning in the mid-1960's with the wideband secure voice switch, data transmission for the [   ] project, six page per minute facsimile and MAX-I, and continuing to the present satellite, computer and multi-megabit transmission systems, our role has become enormously complex and increasingly oriented to Headquarters support. OC now supports over [   ] unclassified installations and an increasing amount of plain old narrative messages. Only the services provided to the overseas stations have remained relatively stable. That difficulties have

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arisen in trying to cope with and stay on top of the exponential curve of increasing demands shouldn't be surprising.

The Reorganization Task Force has found aspects of our Headquarters activities which need improvement; it has also concluded that the overseas activities, including the Area Headquarters, are effective and should not be significantly changed. The need for changes seem to have arisen from several factors. As our telecommunications systems became increasingly complex and interdependent, the need for careful, creative and system-wide planning became paramount, but our planning, management and project control procedures did not evolve accordingly. Also, the more complex systems installed overseas and the increased amounts of technical, engineering, OSG and TECHREQ support provided from Headquarters have increased the dependence both of the field on Headquarters and of Operations on Engineering. However, the organizational relationships have not changed to reflect this dependence. The increased importance of [   ] communications activities has caused [   ] to "grow like Topsy," but the rest of OC has largely remained oriented to the overseas activities. Finally, the increasing technical complexity and automation of our systems has strained the present personnel management system concepts and added to the perennial concerns with career management and assignments.

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The Reorganization Task Force recommendations are based on more than 100 interviews and numerous specific studies. In the main, however, they ultimately are addressed to aspects of the factors described above.

A summary of and rationale for the recommendations are presented in the following sections. The report also includes preliminary mission and function statements and table of organization changes. Finally, a series of papers covering specific issues provides background and further recommendations on each.